Journal of Sustainable Economic and Business (JOSEB)

Vol. 3 No. 1 January 2026: 158-169
ISSN (Online): 3063-0207
https://journal.arepublisher.com/index.php/joseb

Competitive Strategy Formulation for Market Share Growth and Business Sustainability: A Case Study of PT. Mensa

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ABSTRACT

Objectives: *This study addresses the limited market penetration of PT. Mensa's Animal Nutrition and Health (ANH) division in Indonesia's feed-additive distribution market and aims to formulate prioritized competitive strategies to expand market share while strengthening business sustainability.*
Methodology: *A mixed-method approach uses both qualitative interviews with internal managers, sales teams, customers, and expert principals, along with a quantitative analysis of existing data like company sales reports and industry publications. The strategy tools used one after another are Resource-Based View (RBV), Porter's Five Forces, SWOT , TOWS matrix, and the Quantitative Strategic Planning Matrix (QSPM).*
Findings: *Sustainable advantages derive from supply chain integration, organic portfolios, and formula locking services. High trust and service requirements create significant entry barriers for new competitors. Evaluation reveals a strong internal position with a 3.00 IFAS score and moderate external responsiveness with a 2.75 EFAS score. The Quantitative Strategic Planning Matrix identifies the Total Solution and Technical Intimacy strategy as the optimal choice with a 6.2 attractiveness score.*
Conclusion: *This study identifies market stagnation and risk within the ANH Division due to concentrated sales sources. The research recommends the Total Solution and Technical Intimacy strategy to drive growth through vertical and horizontal integration. This approach builds loyalty in medium and small scale feed mills while enhancing farmer efficiency and supporting Sustainable Development Goals. The resulting framework directs the division toward a 20 percent market share by 2030 to ensure long term business sustainability.*

Keywords: *Competitive Strategy, RBV, Porter Five Forces, SWOT, TOWS, QSPM.*

Article Doi: https://doi.org/10.70550/joseb.v3i1.321

How to Cite: Susanto, E. ., & Sihite, J. (2026). Competitive Strategy Formulation for Market Share Growth and Business Sustainability: A Case Study of PT. Mensa. *Journal of Sustainable Economic and Business, 3*(1), 158-169. https://doi.org/10.70550/joseb.v3i1.321

Submitted: 24-12-2025 Revised: 11-01-2026 Accepted: 18-01-2026

INTRODUCTION

Indonesia's poultry industry is still growing because poultry products are the most accessible animal protein sources, which keeps the need for feed mixes and special nutrition steady (Nawawi, 2023; Utomo, 2024). Within this competitive landscape, PT. Mensa's Animal Nutrition and Health (ANH) division works as a specialized supplier, and it's under a lot of pressure from bigger companies that have a lot of control in the market. The division has less than 10% of the market and deals with customers who are very concerned about price, as well as increasing production costs that push the need for cheaper, short term fixes. The main challenge is turning existing resources into a plan that helps grow businesses in mid

sized feed mills and small farms that aren't getting enough support. PT. Mensa's Animal Nutrition and Health (ANH) division needs to develop a strategy to maintain the company's sustainability so that it can compete in the poultry feed mill business.

In line with this objective, the study is designed to achieve four main purposes. First, it evaluates ANH's internal resources and capabilities by applying the Resource Based View and VRIO logic. Second, it analyzes the industry's competition using Porter's Five Forces model. Third, it combines the internal and external information to come up with different strategies through IFAS and EFAS analysis along with the TOWS matrix. Fourth, it ranks these strategies to find the most realistic and appealing one using the Quantitative Strategic Planning Matrix. The study aims to create a practical plan and direction that helps ANH increase its market share to 20 percent by 2030 and supports long term business sustainability.

LITERATURE REVIEW

Competitive Strategy. Competitive strategy helps a company gain a lasting edge and reach its long-term goals in its industry (Kobets et al., 2021). PT. Mensa's Animal Nutrition and Health (ANH) division strengthens its position in the poultry feed market by using three strategies:

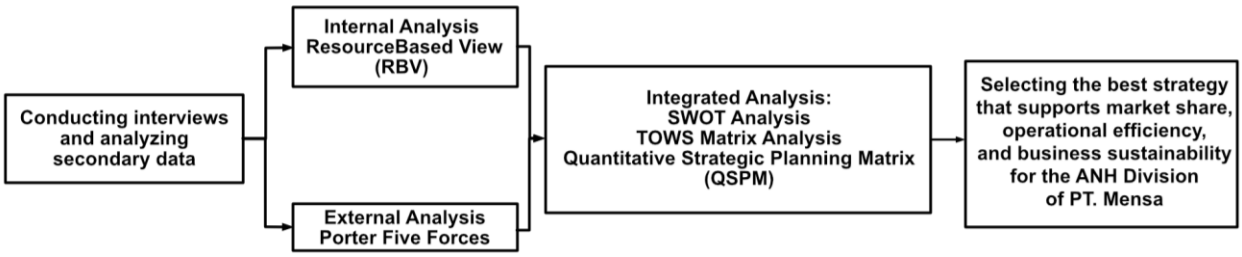
1. Vertical integration
2. Horizontal integration
3. Cross selling

Vertical integration helps companies save money and have more control over their operations by making sure the supply chain is stable and by working closely with important customers through things like technical help and rewards for buying in large amounts (Chen et al., 2020; Grant, 2021). At the same time, horizontal integration helps increase market presence by bringing in more customers from medium sized feed mills and independent layer farms (Karamchedu et al., 2022; Kobets et al., 2021). This is done by using larger production efficiencies and working with partner companies through strategic alliances. Finally, cross selling efforts help businesses make more money from their current customers by suggesting extra products or full solutions, which helps customers royalty and boosts the company's profits (van Beek & Walrave, 2022).

Research Frameworks. This study employs a descriptive qualitative method along with quantitative techniques to find out the best strategies for the Animal Nutrition and Health Division. The approach uses Resource Based View, Porter Five Forces, and SWOT analysis to create a structured base for developing strategies (Azca et al., 2025; Glencross et al., 2024; Magondu et al., 2025). These frameworks then help create the TOWS Matrix (WICAKSONO, 2023). and the Quantitative Strategic Planning Matrix (Irzandi et al., 2024), making sure the strategies developed are clear and carefully planned.

Based on the explanation above, the conceptual framework for this research is illustrated in Figure 1.

Figure 1. Conceptual Framework for Strategy Development



The conceptual framework illustrated in Figure 1 directs the strategic analysis, with specific methodological procedures detailed in the Method section.

Research Gap. Previous studies look at general marketing and SWOT analysis for direct sales, but they don't consider national distributors in markets with a few big companies and the shift towards Total Solution approaches. There is not enough attention given to specific growth methods for the 30 percent small to medium market segment and the connection with Sustainable Development Goals (SDGs). This study addresses these gaps by creating competitive strategies through detailed analysis to support the growth of national feed mills and help achieve the SDGs in the poultry industry.

METHOD

This study is about creating and putting into action a competitive strategy for the Animal Nutrition and Health division of PT Mensa in the poultry feed additive industry. The research is focused only on the ANH division to allow for deeper analysis and make the findings more relevant. Because of this focus, the study does not include strategic matters or performance aspects related to other divisions of the company.

Primary data was gathered through interviews with people both inside and outside the organization, helping to fully understand the commercial chain. The internal team had eight important people, including the Deputy Managing Director, Business Manager, Assistant Product Manager, a nutritionist, and Area Sales Managers from Jakarta, Java, and Sumatra. External participants included representatives from three major global partners specifically DSM, Evonik, and Novonesis, which together make up 80% of the division's revenue. The study also interviewed ten main customers who together account for more than 70% of sales. These customers include five medium-sized feed mills and five large layer farms, each with the ability to raise over 500,000 birds. This method involved asking detailed questions about how organizations work and directly watching how marketing and distribution activities are carried out. The researchers used additional information from inside company files, information about competitors, and government documents to better understand and check the connection between planned strategies and how they were actually carried out.

Resource Based View to identify internal assets and capabilities that foster sustainable competitive advantages for the ANH Division by evaluating physical and intangible resources against the VRIO criteria(Semeru & Murtaqi, 2024; Tey & Arsil, 2021). These internal findings are combined with external factor analyzed using Porter's five forces to evaluate the structure of the national feed additive industry and how competition works within it (Azca et al., 2025). The strategic position is then improved by doing a SWOT analysis based on interviews and observations, which helps figure out the organization's strengths and the external threats it faces (Aisyah et al., 2023; Vindas et al., 2023). After that, a TOWS Matrix combines these internal and external factors to create different strategies, such as vertical growth and cross-selling efforts. Finally, the Quantitative Strategic Planning Matrix (QSPM) offers a clear way for experts inside the company to make decisions. They use it to rate how attractive different strategies are, which helps them pick the best ones for growing market share and making operations more efficient (Irzandi et al., 2024).

RESULTS AND DISCUSSION

Results

Resource Based View (RBV) Analysis

Identifying Internal factor using RBV analysis with the VRIO framework, the results are shown in Table 1:

Table 1. RBV Analysis Result

Resources / Capabilities	Competitive Status
Supply chain integration with principals Sustainable/organic portfolio Formula locking (switching cost)	Sustainable Competitive Advantage
Trust-based relationship management Regulatory & technical intelligence Specialized technical services (post-mortem analysis, trial support) Sustainable product roadmap Real-time market intelligence & area mapping CRM & BI tools (industry standard)	Temporary Competitive Advantage
Competitor price benchmarking Technical education and trial data validation Operational stock management	Competitive Parity

Table 1 shows how the Resource Based View classifies company capabilities into three levels of competitiveness by identifying key internal factors. Supply chain integration and sustainable portfolios help a company gain a long term competitive edge. Formula locking and trust based management help strengthen this long term position even more. Technical knowledge and expert services create a short term advantage over competitors. Real time market insights and product plans also provide quick advantages. Using standard CRM tools in the industry and comparing prices leads to being competitive with others in the market. Operational stock management and trial data validation help keep this balance consistent.

Porter Five Force Analysis

Identifying external factor using Porter Five Forces analysis with the following results:

1. **Supplier Power** is moderate. Firms build market trust through accurate information. They ensure timely delivery and transparent communication. Distributors maintain authority over pricing.
2. **Competitive Rivalry** is high. The national feed industry uses technology to compete with other countries around the world. Business strategies focus on value creation. Companies offer competitive pricing to customers.
3. **Buyer Bargaining Power** is high. Using pricing strategies based on data helps reduce the effect of the Pareto customer wallet share. Good cost management helps farmers handle high production costs.

4. **Threat of Substitutes** is moderate. The industry requires cost effective natural solutions. Low antibiotic products help improve efficiency by adding supplements to the feed. Digital service access enhances this transition.
5. **Threat of New Entrants** is low. Intensive personal communication builds customer trust. Ongoing technical learning helps build good business connections that work well for both sides.

SWOT Analysis

SWOT analysis integrating the Resource Based View (RBV) and Porter Five Forces to align internal capabilities with external market conditions with the following results on table 2:

Table 2. SWOT Analysis Result

Strength:	Weakness:
• Integrate supply chain with principals. • Offer sustainable or organic product portfolios. • Implement Formula Locking strategy. • Manage trust based relationships. • Analyze livestock performance data through recording analysis.	• Lacks digital infrastructure such as CRM and BI tools. • Faces challenges in horizontal market expansion and area mapping. • Struggles with promotion coordination and local execution. • Needs improvement in operational stock management.
Opportunities:	**Threats**
• Integrate and digitalize the national feed industry. • Capitalize on the trend for natural and low antibiotic products. • Utilize supply and technical support from principals. • Apply Blue Ocean strategy and new product narratives.	• Face intense competition in technology integration. • Manage imbalances in livestock production costs. • Address customer comparisons of price and quality. • Meet the demand for low cost effective products.

TOWS Matrix

This study uses Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS) to examine VRIO and Porter's Five Forces data, which helps create a TOWS matrix and determine the prioritize strategies using Cartesian coordinates.

Table 3. IFAS Analysis Result

Indicator	Internal Strategic Factors	Weight	Rating	Score	Description
S1	Supply Chain and Principal Integration	0.15	4	0.6	Difficult to imitate, cost efficiency.
S2	Sustainable/Organic Product Portfolio	0.1	4	0.4	Responding to future trends, complex audits.
S3	"Formula Locking" Strategy	0.15	4	0.6	High switching costs, rarely owned by competitors.
S4	Trust-Based Relationship Management	0.1	3	0.3	Deep B2B and B2C relationships, takes a long time.

Indicator	Internal Strategic Factors	Weight	Rating	Score	Description
S5	Livestock Performance Data Analysis (Recording)	0.1	3	0.3	Discovering hidden customer needs.
W1	Digital Infrastructure (CRM and BI Tools)	0.1	2	0.2	Industry standards, easy for competitors to buy.
W2	Horizontal Market Expansion (Area Mapping)	0.1	2	0.2	Common distributor practices, easy to imitate.
W3	Local Promotion and Execution Coordination	0.1	2	0.2	Standard activities, capital-dependent.
W4	Operational Stock Management	0.1	2	0.2	Basic operational standards.
TOTAL		**1**		**3**	Strong internal position.

The ANH division should implement a Focused Differentiation strategy prioritizing Formula Locking and organic products to strengthen its internal position and address the operational deficiencies identified by the 3.00 IFAS score in Table 3.

Table 4. EFAS Analysis Result

Indicator	External Strategic Factors	Weight	Rating	Score	Description
O1	Feed Industry Integration & Digitalization	0.15	3	0.45	Competitive opportunities via technology.
O2	Natural & Low Antibiotic Product Trends	0.15	4	0.6	Market preference for ensiti/AMR products.
O3	Technical Support & Principal Supply	0.1	4	0.4	Continued support during good performance.
O4	Blue Ocean Strategy & New Product Narrative	0.1	3	0.3	New markets via differentiation.
T1	Aggressive Competitors in Technology Integration	0.15	2	0.3	Active competitors, organizations need to pursue.
T2	Imbalance in Farmer Production Costs	0.15	2	0.3	Farmers are price sensitive due to high costs.
T3	Price & Quality Comparison (Price War)	0.1	2	0.2	Opportunities to compare prices are very easy.
T4	Demand for Low Cost-Effective Products	0.1	2	0.2	Market pressure for inexpensive solutions.
TOTAL		**1**		**2.75**	Moderate External Response.

The ANH Division must prioritize continuous product innovation to mitigate technological vulnerabilities and intense price competition while leveraging its Grow and Build position established by an EFAS score of 2.75 in Table 4.

Table 5. TOWS Matrix Analysis Result

INTERNAL (VRIO) / EXTERNAL (Porter 5 Forces)	STRENGTHS (S)	WEAKNESSES (W)
	SO Strategy	**WO Strategy**
OPPORTUNITIES (O)	Dominate the organic segment through locking formulas and digitize technical services to lock in customer loyalty and efficiency.	Optimizing principal technology for CRM efficiency and targeting organic markets to build competitive differentiation.
	ST Strategy	**WT Strategy**
THREATS (T)	The combination of cost-efficient production and strong personal relationships helps overcome price sensitivity while securing customer loyalty.	Optimizing inventory management to maintain cost efficiency and strengthen the focus on the base area to avoid direct competition with major competitors.

The results from IFAS and EFAS are used to create the TOWS matrix. As shown in Table 5, the SO strategy focuses on the premium organic market by combining trends in natural products and locking in formulas to create antibiotic free items. Digital dashboards take the place of handwritten records to improve transparency and provide more value to customers. The WO strategy focuses on using main investments to fix problems with the company's CRM system and enter specific organic markets. The ST strategy helps save costs and improves how well animals convert feed into growth by optimizing the supply chain and fixing the feed formulas. Trust-based relationships help keep prices safe and reduce the chance of people comparing with competitors. Finally, the WT strategy focuses on running operations smoothly and managing inventory well to avoid losing stock. The ANH Division works in key markets by directly interacting with people to create a strong competitive position and keep customers loyal.

QSPM

The QSPM analysis uses importance weights and attractiveness scores to focus on strategies that aim for premium organic dominance and total solution technical intimacy strategies. These strategies use customer relationships to overcome weaknesses in digital infrastructure without needing a big investment.

Table 6. QSPM Analysis Result

Key Factors (Internal/External)	Weight	Strategy A: Premium & Organic Dominance	TAS	Strategi B: Total solution dan technical intimacy	TAS
		AS		AS	
STRENGTHS (S)					
S1. Supply Chain Integration & Principals	0.15	3	0.45	4	0.6
S2. Sustainable Product Portfolio	0.1	4	0.4	4	0.4

Key Factors (Internal/External)	Weight	Strategy A: Premium & Organic Dominance	TAS	Strategi B: Total solution dan technical intimacy	TAS
		AS		AS	
S3. "Formula Locking" Strategy	0.15	4	0.6	4	0.6
S4. Trust-Based Relationship Management	0.1	3	0.3	4	0.4
S5. Livestock Performance Data Analysis (Recording)	0.1	2	0.2	4	0.4
WEAKNESSES (W)					
W1. Digital Infrastructure (CRM & BI Tools)	0.1	1	0.1	1	0.1
W2. Horizontal Market Expansion (Area Mapping)	0.1	3	0.3	3	0.3
W3. Local Promotion & Execution Coordination	0.1	3	0.3	2	0.2
W4. Operational Stock Management	0.1	2	0.2	3	0.3
OPPORTUNITIES (O)					
O1. Feed Industry Integration & Digitalization	0.15	2	0.3	2	0.3
O2. Natural & Low Antibiotic Product Trends	0.15	4	0.6	3	0.45
O3. Technical Support & Principal Supply	0.1	3	0.3	4	0.4
O4. Blue Ocean Strategy & New Product Narrative	0.1	4	0.4	2	0.2
THREATS (T)					
T1. Aggressive Competitors in Technology Integration	0.15	1	0.15	1	0.15
T2. Imbalance in Farming Production Costs	0.15	3	0.45	4	0.6
T3. Price & Quality Comparison	0.1	2	0	4	0.4

Key Factors (Internal/External)	Weight	Strategy A: Premium & Organic Dominance	TAS	Strategi B: Total solution dan technical intimacy	TAS
		AS		AS	
T4. Demand for Low Cost-Effective Products	0.1	2	.20	4	0.4
TOTAL ATTRACTIVENESS SCORE	2		.45		6.2

From table 6, we can conclude if strategy B is the optimal selection with a score of 6.2 because it leverages technical intimacy and total solution strengths to mitigate cost and competitive threats more effectively than Strategy A with a score of 5.45.

Discussion

The quantitative evaluation shows that the ANH Division is doing well internally, with an Internal Factor Analysis Summary (IFAS) score of 3.00. This score shows that the division has strong competitive advantages in areas like supply chain integration and formula locking. The External Factor Analysis Summary (EFAS) score of 2.75 shows a moderate response to outside influences like price competition and the costs farmers have when growing their products. These values put the division in the Grow and Build quadrant. The Quantitative Strategic Planning Matrix (QSPM) indicates that Strategy B, which focuses on Total Solution and Technical Intimacy, is the most attractive option with a score of 6.2. This score is way better than Strategy A, which scored 5.45. Strategy B is better because it uses technical links to handle the problem of being too focused on price and the shortcomings of digital solutions.

The results align with the findings of Sutono and Harianto (Sutono & Harianto, 2021) and also with Irzandi, Jahroh, and Djohar(Irzandi et al., 2024), showing that good service, innovation, and support after a sale help feed distributors gain an edge in competition. When businesses trust each other in B2B deals, the impact of price competition becomes less strong, especially when they use both technical and personal methods to build that trust (Iskandar & Yulianti, 2023). This study tackles gaps in how oligopolies are understood by using a new approach that focuses on Total Solution and Technical Intimacy instead of just transactional models. The growth plan focuses on the 30% small and medium market segment and matches the goals of sustainable development. Formula locking and livestock performance audits are key innovations that help national distributors improve their strategic position.

Strategic implications for the Animal Nutrition and Health (ANH) Division are focuses on improving teamwork between global principal and speeding up the move to digital systems. The division creates organic products to meet the growing demand for antibiotic free options and uses digital tracking tools along with enzyme calculators to manage the process. Operational execution is about managing inventory well to keep enough cash flowing and to get directly into main markets. Using data from the technical field gives a clear edge over competitors. These initiatives place the division in the Grow and Build quadrant. The plan is

to get 20% of the market by 2030 and set up PT. XUZ works with the poultry feed industry in a way that helps protect the environment.

CONCLUSION

This study shows that the non integrator segment has not grown much in the market, which limits the Animal Nutrition and Health (ANH) Division of PT. Mensa. A lot of reliance on main customers and a marketing approach focused on the product make these problems worse. As a result, the company is experiencing slow growth and has a high risk of relying too much on a few sales sources in a competitive feed additive market. The study suggests focusing on a growth approach that involves working closely with customers and offering tailored solutions when selling. This approach uses vertical methods to strengthen current customer ties, expands into new areas horizontally, and uses cross selling to increase product sales. Using these strategies increases measurable skills and customer strength, helping to ensure steady business growth over time.

This study developed a strategic plan for the ANH Division of PT. XUZ to enter a broader market, particularly in the medium and small-scale feed mill sector. In this study, strategic analysis methods were applied in the feed distribution industry, which has an oligopolistic market structure. This strategic plan was also designed to help achieve sustainable development goals. The contribution of this research is evident in the implementation of SDG 2 by providing organic products to improve food security, SDG 3 by providing antibiotic-free products to reduce bacterial resistance, SDG 8 by improving the economic efficiency of farmers, and SDG 17 through technical cooperation and infrastructure development with global partners.

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